



**SAUDI  
GERMAN  
HOSPITAL  
CAIRO**

## **Business Plan 2018**

Business plan 2018 prepared and planned by SGH Cairo Executive  
Members as follows:

➤ Dr. Mohamed Ahmed Hablas	Chief Executive Officer
➤ Dr. Sherief Fouad	Chief Operating Officer
➤ Dr. Magdy Bassiouny	Chief Medical Officer
➤ Dr. Ibrahim Ellakany	Chief Quality Officer
➤ Mrs. Louisa Socorro	Chief Nursing Officer
➤ Mr. Azhar Chata	Finance Manager
➤ Mr. Nizam Elden	Procurement Manager
➤ Mr. Naser	IT Manager
➤ Mr. Ahmed Waheed	HR Manager



## Table of Contents

SGH Cairo Vision .....	3
SGH Cairo Mission.....	3
SGH Cairo Values.....	3
5. Strategic Goals .....	3
6. Strategic Prospective:.....	4
7. Business Targets: .....	9
a. Revenue Target for the year 2018 .....	9
b. Month wise breakup of the targets .....	10
c. Target-Patient Numbers.....	13
d. Allocation of Targets to the Medical Department wise up.....	17
e. Month Wise Targets to the Medical Departments (In millions) .....	24
8. Operational plan: .....	26
a. Marketing Plan: .....	34
b. HR Plan: .....	47
c. MTM Plan .....	53
d. Internal Process Plan: .....	60
e. Financial Plan: .....	65
f. IT Plan: .....	75
g. Public Relations & Patients Relation Plan: .....	80
9. Identifying the 10 Core process:.....	96



## ***SGH Cairo Vision***

To be the most trusted Health care provider in MENA Region through delivering excellent Quality of Care based on evidence by End of 2020

## ***SGH Cairo Mission (WE CARE)***

- Working hard to satisfy our staff as well as our customers
- Ensuring excellence of quality of care through evidence based practices
- Cooperating with the community & the stake holders to provide the best quality of care
- Achieving Financial goals through providing accessible care to the customers with reasonable cost
- Recognition of our staff & ensuring staff developments programs
- Ensuring safe environment of care for our customers as well as our staff.

## ***SGH Cairo Values (I CARE)***

- *Integration*
- *Collaboration*
- *Accountability*
- *Respect*
- *Empathy*

***SGH Cairo Slogan:*** “SGH Cairo is a patient oriented hospital”

## ***Strategic Goals:***

1. Accessible Care with Empathy.
2. Stakeholders Partnership.
3. Effective Care with Safety.
4. Excellent Quality of Care based on Evidence.
5. Staff Recognition & Development.
6. Financial Targets Achievement.



## *Strategic Prospective:*

### **1. Customer:**

- **Accessible Care with Empathy.**

- ☐ Our care will be accessible.
  - Patients can easily access all levels of our care vertically and horizontally.
  - Horizontal expansion to improve access to our services
    - Increasing our patient's census.
    - Increasing our scope of services (Liver transplantation- oncology center- microsurgeries – pediatric cardiothoracic – IVF – stroke unit – pulmonary care unit and sleep Lab)
    - Increase referrals from (private hospitals, polyclinics and abroad) by 100%.
    - Increase no. of old patients.
    - Increase no. of new patients.
  - Vertical expansion to increase needed subspecialties
    - Expansion of working bed capacity from 100 to 150 and new 2 ORs.
  - Our customers will find and access the health information, services as they need through new tools and processes
  - Use simple, low-cost interventions and health technologies to improve curative and preventive care
- ☐ Our care will be with empathy.
  - Patients and their families will get our empathy and compassion with them during the course of their hospital stay and after
  - Implement extended care in the hospital & home care in the catchment's areas.
  - Train & enforce all leaders to "Role Model"
  - Hardwire the consumer's satisfaction and loyalty into every one's performance evaluation
  - Continual improvement in consumer experience (as measured in quarterly).
  - Range of care options provided in hospital.



- Range of care options provided at home and in the community.

- **Stakeholders Partnership**

- ☐ Our care will be Community Centred.
  - By the involvement our community to know their needs and provide them the healing expertise as per their needs.
  - Recognize our community
  - Involvement of community in decision making based on their needs
  - Market our services in our community
  - Having a valuable feedback on our services and facilities in terms of patient's satisfaction questionnaires
  - Evaluate our community demographically
- ☐ Our care will be Friendly.
  - The approach will be patient oriented healthcare provider as we believe in our motive that our hospital is a patient oriented hospital.
  - Partnership orientation and health awareness programs with different official organization like Ministry of Education, Electricity Company etc....
  - Being accommodative and paying great attention while dealing with our community
  - Partnership scientific activities calendar with local Ministry of Health in terms of Continuous Medical Education hours.
  - Active participation in our community related seminars and meetings
  - Building strong relation with all types of the stakeholders
  - Rejection & Reconciliation Module
  - Medical tourism

## 2. Internal Process:

- Effective Care with Safety.
  - ☐ Our care will be effective.
    - Our patients should receive the right care (diagnosis and treatment) from the first time.
    - Foster effective clinical governance & structure.
  - ☐ Our care will be with safety.



- Our patients should not be harmed by us, as we originally intend to benefit them.
- Promote an organizational culture that puts patient safety at the core of our services.
- Conduct training programs to enhance safety.
- Getting JCI Accreditation in 2018
- Lab Equipment Interface (Integration with HIS)
- General Maintenance & Module Software
- Excellent quality of Care based on Evidence
  - Providing Excellent quality of care.
    - Providing a comprehensive understanding of the domain of patient safety. It aims to apply a continuous learning and improvement cycle emphasizing identification of clinical risk, prevention, detection, reduction of clinical risk, incident recovery and system resilience; all of which occur throughout and at any point within the care process.
    - Enhancing patient safety culture by encouraging recognition and reporting of medical / healthcare errors and risks to patient safety without judgment or placement of blame.
    - Ensuring the coordination and integration of all quality improvement and patient safety activities across the departments of the hospital.
    - Prioritizing, establishing, collecting data and analyzing performance indicators in all clinical, managerial, patient safety, and other technical areas and to evaluate the degree of conformity to the set standards.
    - Provide guidance and training to hospital staff on quality improvement and patient safety basic concepts and principles.
  - Providing care based on Evidence.
    - Identifying the risky diagnosis, diseases & populations on annual basis.
    - Identifying the top medical diagnosis & surgical procedures.
    - Creating clinical practice guidelines with related pathways and / or protocols.
    - Adopt clinical protocols for our patient's population.
    - Establish regular benchmarking for clinical performance & outcome.

### 3. Capabilities

- **Recognition of our Staff**
  - ☐ Increasing Staff Productivity & Satisfaction.
    - Boost Employee Satisfaction and Morale.
    - Effective Recruitment and Selection.
    - Increase Efficiency & Performance of the staff.
    - Reduction in absenteeism and staff turnover.
    - Continual improvement in staff experiences.
    - Recreation Programs
- **Developing of Our Staff.**
  - ☐ Our people will be trained.
    - Staff in different areas will be competent to conduct their role in care
    - Develop a high-performance organization that engages and supports teams
    - Support front liners
    - Implement leadership training and development strategy.
    - Increase Organizational Learning.
    - Increasing our staff satisfaction and loyalty.
  - ☐ Our people will work in teams.
    - Teamwork on different level will be our working methodology
    - Improve working relationships & workforce planning
    - Improve internal communication.
    - Training hours per Quarter
    - Increasing Number of teams working on improvement projects

### 4. Financial

- **Financial Achievements.**
  - ☐ Our organisation will be efficient.
    - Our care will be done with optimal utilization of available resources (no over or underutilization)
    - Cost leadership for charge business & common cash procedures to insurance market share.
    - Market differentiation for unique subspecialties.



- Expand customer base through increasing vertical and horizontal access.
  - Efficiently utilize resources.
  - Establish an effective, dynamic pricing strategy to match patient mix.
  - Fully integrated ERP Financial module with Web HIS along with related financial reports.
  - Keep all inventory within 60 Days.
  - To Train all staff with new ERP and WEB HIS System.
- ❑ Our organization will grow.
- Our organization will show 70% growth in net revenue and net profits every year.
  - Maintain promotions for cash business.
  - Maintaining cash business in 2018 and growing cash by 10% in 2019 & 2020.
  - Maintaining Losses and discounts below 20%.
  - To improve Billing, Collection and Reduce Rejections.





## ***Business Targets:***

### ***a. Revenue Target for the year 2018***

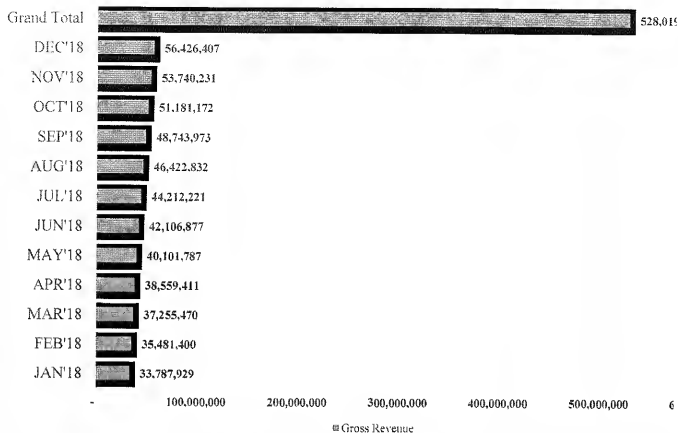
<b>No</b>	<b>Component</b>	<b>Targets for the year 2018</b>
1	Gross Revenue	528.01 M
2	Net Revenue	440.01 M
3	Gross Inpatient Revenue	295.69 M
4	Net Inpatient Revenue	237.32 M
5	Gross Outpatient Revenue	232.33 M
6	Net outpatient Revenue	202.70 M
7	Gross Cash Patients Revenue	190.09 M
8	Net Cash Patients Revenue	178.57 M
9	Gross Charge Patients Revenue	337.93 M
10	Net Charge Patients Revenue	261.45 M

*b. Month wise breakup of the targets*

<i>Month</i>	<i>Gross Revenue</i>	<i>Net Revenue</i>
<b>JAN'18</b>	33,787,929	
<b>FEB'18</b>	35,481,400	
<b>MAR'18</b>	37,255,470	
<b>APR'18</b>	38,559,411	
<b>MAY'18</b>	40,101,787	
<b>JUN'18</b>	42,106,877	
<b>JUL'18</b>	44,212,221	
<b>AUG'18</b>	46,422,832	
<b>SEP'18</b>	48,743,973	
<b>OCT'18</b>	51,181,172	
<b>NOV'18</b>	53,740,231	
<b>DEC'18</b>	56,426,407	
<b>Grand Total</b>	<b>528,019,709</b>	<b>440</b>

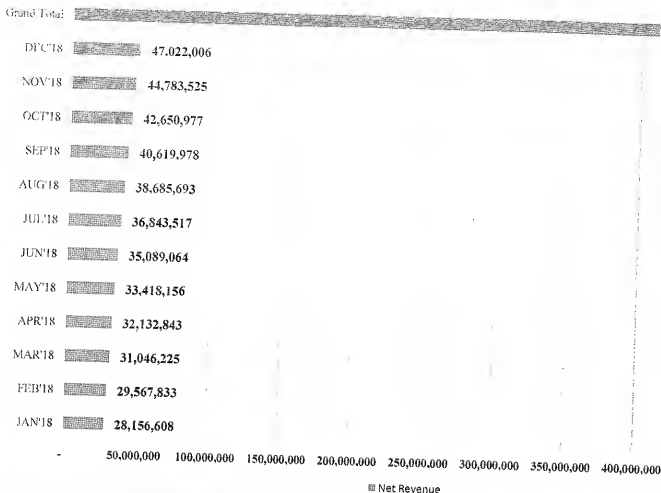


### Gross Revenue targets For 2018 by Month





## Net Revenue targets For 2018 By Month



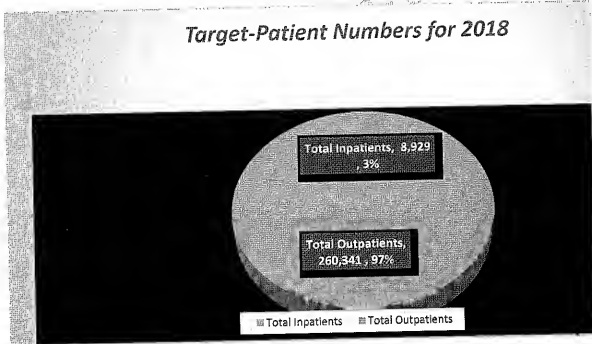


**c. Target-Patient Numbers**

**i. IP/OP**

No	Component	Actuals for the Year 2017	Target for the Year
1	Total Number of Patients	209,997	269,27
2	Total Inpatients	6,979	8,92
3	Total Outpatients	203,018	260,34

**Target-Patient Numbers for 2018**





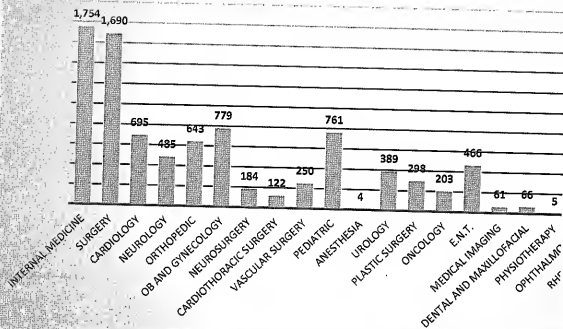
ii. Medical Department wise break up

No	Department	Actuals in the year 2017		Target
		Inpatient	Outpatient	Inpatient
1	INTERNAL MEDICINE	1,362	38,152	1,75
2	SURGERY	1,410	10,463	1,69
3	CARDIOLOGY	537	8,348	695
4	NEUROLOGY	374	9,461	485
5	ORTHOPEDIC	496	22,404	642
6	OB AND GYNECOLOGY	625	10,081	775
7	NEUROSURGERY	142	5,378	184
8	CARDIOTHORACIC SURGERY	94	361	122
9	VASCULAR SURGERY	193	2,790	250
10	PEDIATRIC	558	20,274	761
11	ANESTHESIA	3	1,001	4
12	UROLOGY	300	7,009	385
13	PLASTIC SURGERY	230	1,496	298
14	ONCOLOGY	156	721	202
15	E.N.T.	360	15,129	466
16	MEDICAL IMAGING	47	198	61
17	DENTAL AND MAXILLOFACIAL	51	4,636	66
18	PHYSIOTHERAPY	4	2,549	5
19	OPHTHALMOLOGY	30	9,275	39



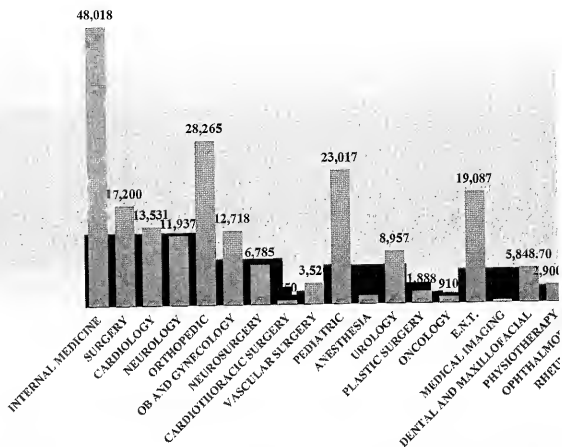
20	RHEUMATOLOGY	2	1,276	3
21	DERMATOLOGY	3	12,197	4
22	EMERGENCY ROOM	2	19,819	30
23	LABORATORY	-	-	-
24	PHARMACY	-	-	-
<b>Grand Total</b>		<b>6,979</b>	<b>203,018</b>	<b>8,92</b>

### Inpatient Target for 2018





### Outpatient Target for 2018





*d. Allocation of Targets to the Medical Department wise up*

No	Department	Actuals in the year 2017		Target for th
		Gross	NET	GROSS
1	INTERNAL MEDICINE	67,474,291	58,364,644	114,658,961
2	SURGERY	30,597,036	25,292,671	51,993,498
3	ORTHOPEDIC	26,565,823	21,824,424	45,143,262
4	CARDIOLOGY	25,834,082	21,145,872	43,899,817
5	EMERGENCY ROOM	20,366,129	16,950,358	34,608,132
6	NEUROLOGY	19,736,492	16,701,775	33,538,191
7	OB AND GYNECOLOGY	14,140,570	11,679,113	24,029,049
8	PEDIATRIC	12,812,073	10,798,572	21,771,537
9	NEUROSURGERY	10,455,986	8,575,891	17,767,841
10	UROLOGY	9,603,392	8,113,640	16,319,029
11	PHYSIOTHERAPY	9,346,454	7,882,405	15,882,415



12	<i>ANESTHESIA</i>	9,012,725	7,297,511	15,315,310
13	<i>E.N.T.</i>	8,285,865	6,960,468	14,080,159
14	<i>VASCULAR SURGERY</i>	7,948,293	6,813,818	13,506,523
15	<i>CARDIOTHORACIC SURGERY</i>	6,932,180	5,936,294	11,779,844
16	<i>MEDICAL IMAGING</i>	5,562,681	4,427,220	9,452,655
17	<i>PLASTIC SURGERY</i>	5,197,760	4,312,571	8,832,546
18	<i>DENTAL AND MAXILLOFACIAL</i>	4,964,681	4,216,839	8,436,475
19	<i>ONCOLOGY</i>	4,414,698	3,779,914	7,501,890
20	<i>DERMATOLOGY</i>	4,358,162	3,659,369	7,405,819
21	<i>OPHTHALMOLOGY</i>	3,601,300	3,007,079	6,119,684
22	<i>LABORATORY</i>	1,741,886	1,472,297	2,959,984
23	<i>PHARMACY</i>	967,362	803,344	1,643,837
24	<i>RHEUMATOLOGY</i>	808,129	659,624	1,373,252
<b>Grand Total</b>		<b>310,728,051</b>	<b>260,275,710</b>	<b>528,019,709</b>



**Medical IP/OP Revenue Target**

No	Department	Actuals in the year 2017		Target for the	
		Inpatients	Outpatients	Inpatients	
1	INTERNAL MEDICINE	39,039,019	28,781,099	64,774,829	
2	SURGERY	25,820,311	4,208,326	37,030,749	
3	CARDIOLOGY	19,445,040	6,065,983	29,512,272	
4	NEUROLOGY	14,300,769	5,397,635	21,936,110	
5	ORTHOPEDIC	13,266,967	13,344,064	25,336,980	
6	OB AND GYNECOLOGY	8,620,964	5,381,609	13,395,462	
7	NEUROSURGERY	7,197,151	3,177,565	12,462,740	
8	CARDIOTHORACIC SURGERY	6,792,826	137,821	10,738,177	
9	VASCULAR SURGERY	6,451,617	1,559,196	11,231,360	



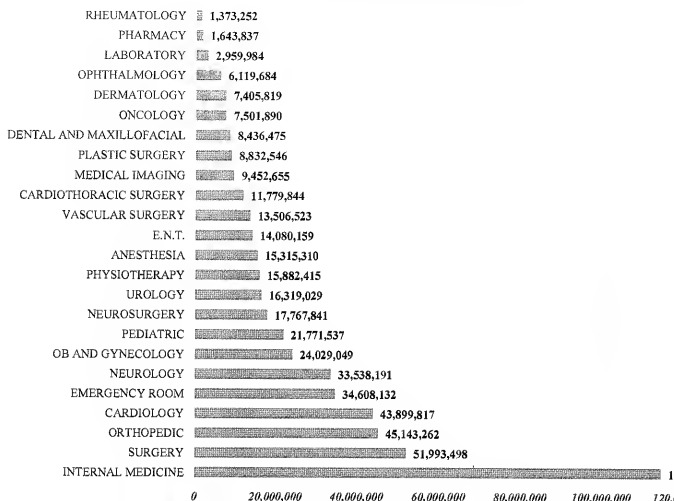
10	<i>PEDIATRIC</i>	5,736,595	7,144,637	12,238,071	
11	<i>ANESTHESIA</i>	6,877,164	2,032,002	11,083,203	
12	<i>UROLOGY</i>	5,230,640	4,409,758	9,195,225	
13	<i>PLASTIC SURGERY</i>	4,549,897	469,970	7,830,154	
14	<i>ONCOLOGY</i>	3,738,981	703,811	5,943,250	
15	<i>E.N.T.</i>	2,933,882	5,400,608	5,883,056	
16	<i>MEDICAL IMAGING</i>	1,355,109	3,967,198	3,012,114	
17	<i>DENTAL AND MAXILLOFACIAL</i>	1,098,741	3,984,698	3,782,022	
18	<i>PHYSIOTHERAPY</i>	1,037,952	8,494,972	3,919,980	
19	<i>OPHTHALMOLOGY</i>	327,107	3,356,570	1,945,040	
20	<i>RHEUMATOLOGY</i>	133,654	662,154	747,554	
21	<i>DERMATOLOGY</i>	39,710	4,459,342	2,193,350	



22	EMERGENCY ROOM	13,610	20,825,898	1,499,337	
23	LABORATORY	-	1,779,492	-	
24	PHARMACY	-	975,934	-	

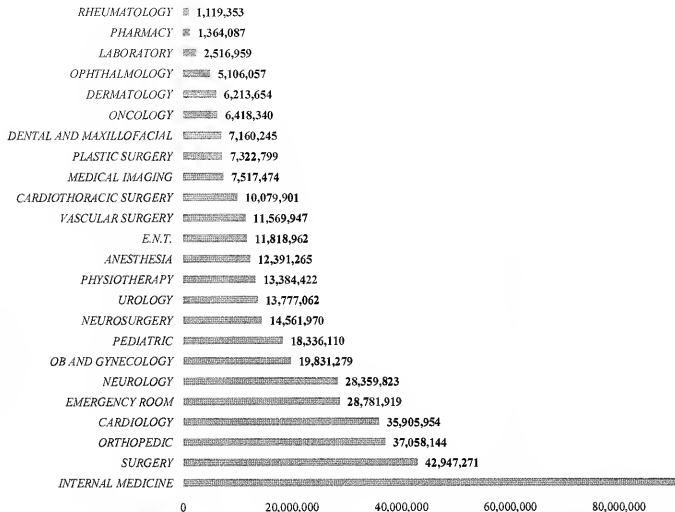


## Gross Target for the year 2018





Net Target for the year 2018





*e. Month Wise Targets to the Medical Departments (In millions)*

Department	JAN'18	FEB'18	MAR'18	APR'18	MAY'18	JUN'18	JUL'18	AUG'18	SEP'18	OCT'18
INTERNAL MEDICINE	7.34	7.70	8.09	8.37	8.71	9.14	9.60	10.08	10.58	11.1
SURGERY	3.33	3.49	3.67	3.80	3.95	4.15	4.35	4.57	4.80	5.0
ORTHOPEDIC	2.89	3.03	3.19	3.30	3.43	3.60	3.78	3.97	4.17	4.3
CARDIOLOGY	2.81	2.95	3.10	3.21	3.33	3.50	3.68	3.86	4.05	4.2
EMERGENCY ROOM	2.21	2.33	2.44	2.53	2.63	2.76	2.90	3.04	3.19	3.3
NEUROLOGY	2.15	2.25	2.37	2.45	2.55	2.67	2.81	2.95	3.10	3.2
OB AND GYNECOLOGY	1.54	1.61	1.70	1.75	1.82	1.92	2.01	2.11	2.22	2.3
PEDIATRIC	1.39	1.46	1.54	1.59	1.65	1.74	1.82	1.91	2.01	2.1
NEUROSURGERY	1.14	1.19	1.25	1.30	1.35	1.42	1.49	1.56	1.64	1.7
UROLOGY	1.04	1.10	1.15	1.19	1.24	1.30	1.37	1.43	1.51	1.5
PHYSIOTHERAPY	1.02	1.07	1.12	1.16	1.21	1.27	1.33	1.40	1.47	1.5
ANESTHESIA	0.98	1.03	1.08	1.12	1.16	1.22	1.28	1.35	1.41	1.4
E.N.T.	0.90	0.95	0.99	1.03	1.07	1.12	1.18	1.24	1.30	1.3
VASCULAR SURGERY	0.86	0.91	0.95	0.99	1.03	1.08	1.13	1.19	1.25	1.3
CARDIOTHORACIC SURGERY	0.75	0.79	0.83	0.86	0.89	0.94	0.99	1.04	1.09	1.1
MEDICAL IMAGING	0.60	0.64	0.67	0.69	0.72	0.75	0.79	0.83	0.87	0.9
PLASTIC SURGERY	0.57	0.59	0.62	0.65	0.67	0.70	0.74	0.78	0.82	0.8
DENTAL AND MAXILLOFACIAL	0.54	0.57	0.60	0.62	0.64	0.67	0.71	0.74	0.78	0.8
ONCOLOGY	0.48	0.50	0.53	0.55	0.57	0.60	0.63	0.66	0.69	0.7
DERMATOLOGY	0.47	0.50	0.52	0.54	0.56	0.59	0.62	0.65	0.68	0.7





<i>OPHTHALMOLOGY</i>	0.39	0.41	0.43	0.45	0.46	0.49	0.51	0.54	0.56	0.5
<i>LABORATORY</i>	0.19	0.20	0.21	0.22	0.22	0.24	0.25	0.26	0.27	0.2
<i>PHARMACY</i>	0.11	0.11	0.12	0.12	0.12	0.13	0.14	0.14	0.15	0.1
<i>RHEUMATOLOGY</i>	0.09	0.09	0.10	0.10	0.10	0.11	0.11	0.12	0.13	0.1
<b><i>Total</i></b>	<b>33.79</b>	<b>35.48</b>	<b>37.26</b>	<b>38.56</b>	<b>40.10</b>	<b>42.11</b>	<b>44.21</b>	<b>46.42</b>	<b>48.74</b>	<b>51.1</b>

## 8. Operational plan:

### **Biomedical Department Objectives**

- To have CMMS (Computerized Maintenance Management System).
- To have a calibration lab

Category	Objective	Actions	Responsibility	Time Frame
<b>Infrastructure</b>	Calibration Lab.	Start reconstruction	General maintenance	1st quarter of 2018
<b>Equipment</b>	Test equipment	Purchasing	MTM	June, 2018
<b>Supplies</b>	Benches	Design and purchasing	General maintenance and MTM	1st quarter of 2018
	Shelves	Design and purchasing	General maintenance and MTM	1st quarter of 2018
	Software for CMMS	Develop or purchase	Biomedical, IT, and MTM	By the end of 2017
<b>Personnel</b>	Biomed. engineers	To be hired	Biome., HR, Top management	June, 2018
<b>Systems</b> (Policies, roles, procedures, and documents,...)	Calibration procedures	Document preparing	Biomedical	1st quarter of 2018
<b>Marketing</b>	Serving other hospitals	Get certification and seminar	Biomedical, marketing and legal affairs	By the end of 2018



### Security Department Objectives

- Cooperate with safety department in holding wide mock-drill once per year

Category	Objective	Actions	Responsibility	Time Frame
Infrastructure	preparation of time keeper room	Moving warehouse of A plus company	Maintenance	1 <sup>st</sup> quarter
	Preparation of office for the new hire for security manager	Supply & Installation	Maintenance	1 <sup>st</sup> quarter
Equipment	Hand metal detector (6 units)	Purchasing	MTM	Jan-18
	Baggage X ray scanner (2 units)	Purchasing	MTM	3 <sup>rd</sup> quarter
	CCTV cameras (30 units)	Purchasing	MTM	Jan-18
	Metal gate detector (2 units)	Purchasing	MTM	2 <sup>nd</sup> quarter
	Change battery for all Woki Toki units	Purchasing	MTM	1 <sup>st</sup> quarter
Personnel	Female security supervisor	Hiring 1	HR	1 <sup>st</sup> quarter
Training	Training the staff of the department on using all new equipment	Seminar and workshop	The supplier company	Immediately after purchasing

### Maintenance Department Objectives

- Change all hospital lighting (interior lighting) to be LED for power saving.
- Make patient room renovation (as sample) and to be generalized if approved.
- Implement and finish the new cafeteria in Dining area (in Basement1)
- Call center expansion project completion

Category	Objective	Actions	Responsibility	Time Frame
Infrastructure	IV room design and construction	Redesign and implementation	Maintenance + MTM	1 <sup>st</sup> quarter
	Call center expansion	Design and construction	Maintenance + sub-contractor	Feb-18
	Make sub-stores for maintenance	Design and construction	Maintenance	1 <sup>st</sup> quarter
	Finish assessment rooms in OPD	Construction and decorations	Maintenance +MTM	1 <sup>st</sup> quarter



	Make patient room sample	Redesign and decoration	Maintenance +MTM	1 <sup>st</sup> quarter
<b>Equipment</b>	Buy man lifter for high ceiling maintenance	procurement	MTM	1 <sup>st</sup> quarter
	Steel structure for lifting heavy pumps	Manufacturing	MTM	2 <sup>nd</sup> quarter
	Purchase thermal camera for electricity panels assessment	procurement	MTM+ maintenance	2 <sup>nd</sup> quarter
<b>Supplies</b>	Make stock of spare parts for electricians, HVAC, Plumbing...	procurement	MTM	2 <sup>nd</sup> quarter
	Material required for patient room sample	procurement	MTM	1 <sup>st</sup> quarter
	LED lamps for lighting fixtures		MTM	3 <sup>rd</sup> & 4 <sup>th</sup> quarter
<b>Personnel</b>	Hire one carpenter	Staff hiring	HR	3 <sup>rd</sup> quarter
	Promote 2-3 staff according to their performance and evaluation	Staff promotion	HR	4 <sup>th</sup> quarter
	Make one-day outing for staff to encourage and Stress relief	Make outing	HR	3 <sup>rd</sup> quarter
<b>Systems</b> (policies, roles, procedures, and documents ...)	Review and complete all check lists (for 2018)	Revision	Maintenance	4 <sup>th</sup> quarter
	Review and update maintenance policies	Revision and update	Maintenance	4 <sup>th</sup> quarter

### Housekeeping Department Objectives

- Develop policies and procedures for the department in accordance with safety, health and infection control recommendations.
- Improve the performance of the employee by completion of training for all staff in safety measures for chemical handling and mixing and on infection control measures.

Category	Objective	Actions	Responsibility	Time Frame
<b>Infrastructure</b>	Preparation of a storage space conforming to the standard specifications of the materials	Supply & Installation	Maintenance & Safety & MTM	Jan-18
	Renovation and maintenance of 35% of patients' rooms in the first floor	Complete reconstruction	Maintenance & MTM	3 <sup>rd</sup> quarter
<b>Equipment</b>	Machine for polishing at high speed.	Purchasing	A plus	Jan-18
	Trolley for rooms	Purchasing	A plus	Jan-18
<b>Supplies</b>	PPEs	Purchasing	MTM	Jan-18
<b>Personnel</b>	HK senior Supervisor	Hiring 3	HR	Jan-18
	HK Officer	Hiring 1	HR	4 <sup>th</sup> quarter



	Order taker	Hiring 3	HR	1 <sup>st</sup> quarter
<b>Systems</b>  (policies, roles, procedures, and documents ...)	Develop policies and procedures	Programing & installation	HK & Safety & infection control	1 <sup>st</sup> quarter
<b>Marketing</b>	Hospitality conference for hospital sector	Seminar	Housekeeping & Marketing	Jun-18

### Safety Department Objectives

- Cooperate with safety department in holding wide mock-drill once per year.

Category	Objective	Actions	Responsibility	Time Frame
<b>Infrastructure</b>	preparation of time keeper room	Moving warehouse of A plus company	Maintenance	1 <sup>st</sup> quarter
	Preparation of office for the new hire for security manager	Supply & Installation	Maintenance	1 <sup>st</sup> quarter
<b>Equipment</b>	Hand metal detector (6 units)	Purchasing	MTM	Jan-18
	Baggage X ray scanner (2 units)	Purchasing	MTM	3 <sup>rd</sup> quarter
	CCTV cameras (30 units)	Purchasing	MTM	Jan-18
	Metal gate detector (2 units)	Purchasing	MTM	2 <sup>nd</sup> quarter
	Change battery for all Woki Toki units	Purchasing	MTM	1 <sup>st</sup> quarter
<b>Personnel</b>	Female security supervisor	Hiring 1	HR	1 <sup>st</sup> quarter
<b>Training</b>	Training the staff of the department on using all new equipment	Seminar and workshop	The supplier company	Immediately after purchasing

### Medical sec Department Objectives

- Achieve the highest quality of patient services according to international standards
- Completion of training for all Staff on medical treatment procedures and English language



**improvement.**

<i>Category</i>	<i>Objective</i>	<i>Actions</i>	<i>Responsibility</i>	<i>Time Frame</i>
<b>Infrastructure</b>	Provide a secure place for saving our papers that is very important for revising if any problem happen	Supply & Installation	Maintenance & MTM	1 <sup>st</sup> quarter
<b>Equipment</b>	Safes and Lockers	Purchasing	MTM	1 <sup>st</sup> quarter
<b>Personnel</b>	Provide a porter to reduce the timing that we consume to finalize our paper (signatures – stamp – manual paper from MTM and Admission office, etc.....)	Hiring 2	HR	1 <sup>st</sup> quarter

**Laundry Department Objectives**

- We aspire to increase the hospital income through Our Services by 50% of the last year.
- Completion of Staff training on infection control criteria and chemical handling during doing their desired job.

<i>Category</i>	<i>Objective</i>	<i>Actions</i>	<i>Responsibility</i>	<i>Time Frame</i>
<b>Infrastructure</b>	Modification & Expansion of Its Uniform Room	Supply & Installation	Maintenance & MTM	1 <sup>st</sup> quarter
	Preparation of a storage space Conforming to the Lenin	Supply & Installation	Maintenance & MTM	2 <sup>nd</sup> quarter



<b>Equipment</b>	Dry Clean Machine	Purchasing	MTM	1 <sup>st</sup> quarter
	Washing Machine 35 KG	Purchasing	MTM	3 <sup>rd</sup> quarter
	Iron Machine	Purchasing	MTM	4 <sup>th</sup> quarter
<b>Supplies</b>	Laundry Price List for Inpatients Rooms	Design & Purchasing	MTM	1 <sup>st</sup> quarter
	Laundry Price List for Staff	Design & Purchasing	MTM	1 <sup>st</sup> quarter
	Shirt Carton & Shirt Pepion	Design & Purchasing	MTM	1 <sup>st</sup> quarter
<b>Personnel</b>	Laundry Tec. (Dry Cleaner)	Hiring 2	HR	1 <sup>st</sup> quarter
	Tailor	Hiring 1	HR	2 <sup>nd</sup> quarter
	Laundry Order Taker	Hiring 1	HR	4 <sup>th</sup> quarter
<b>Systems</b> (policies, roles, procedures, and documents ...)	Activate the System to Wash	Preparation	IT	1 <sup>st</sup> quarter
	Employees for Deduction of Salary			
	Preparation of Easy EXT. Number for the Laundry Service	Preparation	IT & Maintenance	1 <sup>st</sup> quarter
<b>Marketing</b>	Holding a seminar as awareness of Chemical hazards produced by chemicals used in Laundry & F&B & HK departments by coordination with safety staff and the supplier of these chemical substances.	Seminar	Marketing	2 <sup>nd</sup> quarter

### **Food and beverages Department Objectives**

- Safe food, wellness, food born illness zero defect.
- All Kitchen Policies and food preparation procedures to be completed and implemented.
- Completion of training for all staff on food safety, hygiene and dealing with clients at the best way.

Category	Objective	Actions	Responsibility	Time Frame
<b>Infrastructure</b>	VIP Dining room to be restructured	Design & Purchasing	Maintenance & MTM	1 <sup>st</sup> quarter
	SGH Cafeteria project	Design & Purchasing	Maintenance & MTM	1 <sup>st</sup> quarter



	Pantry room setup and launching	Maintenance setup and MTM supply providing	Maintenance & MTM	1 <sup>st</sup> quarter
	Guard Manger section build	Design& Purchasing	Maintenance & MTM	1 <sup>st</sup> quarter
<b>Equipment</b>	Patient Trolley	Purchasing	MTM	2 <sup>nd</sup> quarter
	Pantry Equipment	Purchasing	MTM	1 <sup>st</sup> quarter
	Cafetena equipment (Coffee, Display, ridges)	Purchasing	MTM	1 <sup>st</sup> quarter
	Kitchen equipment (Oven, Twin tick machine, last chillers)	Purchasing	MTM	1 <sup>st</sup> quarter
<b>Supplies</b>	Back aging Branded SGH	Design& Purchasing	MTM	1 <sup>st</sup> quarter
	Patient china ware	Purchasing	MTM	Jan-18
	Staff utensils	Purchasing	MTM	Feb-18
	Kitchen tools	Purchasing	MTM	Feb-18
<b>Personnel</b>	Order taker	Hiring 1	HR	2 <sup>nd</sup> quarter
	Food and Beverage service supervisor	Hiring 1	HR	2 <sup>nd</sup> quarter
	Cafeteria staff	Hiring 1	HR	1 <sup>st</sup> quarter
<b>Systems</b>  (policies, roles, procedures, and documents ...)	Patient cycle menu	Preparation	Food and beverage Islamic	2 <sup>nd</sup> quarter
	Policies and procedures for Food and beverages	Preparation	Food and beverage Islamic	2 <sup>nd</sup> quarter
	Daily operation check list	Preparation	Food and beverage Islamic	2 <sup>nd</sup> quarter
<b>Marketing</b>	Food quality for hospital	Seminar	Food and beverages& Marketing	Mar-18
	Hospitality in hospital sector	Seminar	Housekeeping& Marketing & Food and beverages	Jun-18

### Admission & Discharge Department Objectives





- Reduce the time of admission to be 5 minutes instead of 15 minutes.
- Reduce the time of discharge to be 15 minutes instead of 30 minutes

Category	Objective	Actions	Responsibility	Time Frame
<b>Systems</b>  (policies, roles, procedures, and documents ...)	Start using new admission system	Programming& installation	IT	1 <sup>st</sup> quarter
	Start using new discharge system	Programming& installation	IT	1 <sup>st</sup> quarter
	Make system more helpful specially in syndicate and insurance cases	Programming& installation	IT	2 <sup>nd</sup> quarter
	Stop charging any manual items on patients' invoices	Programming& installation	IT	2 <sup>nd</sup> quarter
<b>Personnel</b>	Admission and discharge officers	Hiring 4	HR	1 <sup>st</sup> quarter



### **a. Marketing Plan:**

#### **Marketing Objectives**

- Increase net revenue by 70 % over the revenue achieved in 2017.
- Increase referrals from (private hospitals, polyclinics and abroad) by 100%.
- Increase no. of old patients by 28 %.
- Increase no. of new patients by 28 %.
- Branding of SGH Cairo.

#### **Marketing Strategy**

- Increase clients by adding more contracts for uncovered services.
- Activate clients to refer to SGH Cairo (Subsidiary companies)
- Awareness of our unique services (Interventional Radiology, hemodialysis, vascular surgery, Cardiothoracic, Oncology).
- Promotional discounts (Community, Ramadan and Anniversary).
- Social and Scientific activities in some companies (First Aid Lecture, Checkup).
- Community Programs (Social, Health Education, International Days, Family Programs).
- Scientific Programs (Symposia...).
- Outreach programs.
- IVP Program.
- Focus on Top 5 Departments.
- Focus on Top 20 Clients.
- Activate and Increase Cash.



## Business Directions:

- Target referral cases.
- Sales Promotions: & co promotion are planned for various medical departments, clients & target segment will enhance the brand awareness, incremental revenue, increase patient base through which hospital will achieve its goals

## Business Tactic:

- Customized interventions will be rolled out to attract the VIP, Class A and selected B class target segment
- For the procedures not covered under insurance like checkup, preventive medicine & health education will have a new price list that are competitive in the market and it will have a penetration pricing strategy to attract the customers in this segment.
- Focused marketing interventions will be undertaken for the centers of excellence like Dental, GIT, and Psychiatry.
- Sales Visit: will be strengthened by filling the gaps in client servicing function to improve the business relations with all the clients
- One-Day cases: will be promoted, which will enable to cater more patients overall and also it will bring down overhead costs
- Medical Tourism: As part of the project to attract the medical tourists, hospital will tie up international insurance companies, travel agencies, and another medical tourist's association to cater this segment.
- PR: will focus on Traumatology, orthopedics and Oncology.
- Targeting the Market needs for Life Style Diseases
- Enforcing the indoor promotion for all levels of customer facing staff as a new culture.
- New models of contracts as:
- Health Care Business Outsourcing (HCBO),



- Bidirectional Contracts, International agreement
- Integrating Home Care project in most of current contracts.
- Concentrating campaigns on decreased income Departments; Cardiology, Radiology, Lab, G Surgery.

## Marketing Activities

No	Activity	Number of activities conducted in 2017	Targeted Number of Activities in 2018
1	Sales Promotion	4	12
2	Outreach Program	43	60
3	Community Activities	46	60
5	Press Release	84	240
6	Exhibitions	1	4
7	Conference	4	5
8	Facebook Campaigns	48	144
9	Twitter Campaigns	12	12
10	LinkedIn Campaigns	12	12
11	Al Akhbar newsletter	2	12
12	Clients Visits	2880	5072
13	Marketing Committee Meeting	48	48
14	Client of the Week Presentation	48	48
15	Satisfaction surveys	10702	12000
16	Exhibitions	1	4



## Sales Promotion Calendar

Promotion offered	Departments	Month	Period	
			From (Date)	To (Date)
20% Discount on services	Dental clinic	January	01-Jan	30-Jan
30% Discount on services	Dermatology Dept.	February	01-Feb	29-Feb
50 %DISCOUNT on antenatal services	Gynecology	March	01-Mar	30-Mar
50 % discount on consultation/20% discount on services	Ophthalmology	April	01-Apr	30-Apr
51 % discount on consultation/20% discount on services	Gynecology	May	01-May	30-May
50% discount on consultation/20% discount on Lab and Radiology	All departments	June	01-Jun	30-Jun
50 % discount on consultation/20% discount on services	Lab/Radiology	June	01-Jun	30-Jun
50 % discount on consultation/20% discount on services	Urology	July	01-Jul	30-Jul
50 % discount on consultation/20% discount on services	Pediatrics	August	01-Aug	31-Aug
50 % discount on consultation/25% discount on Lab and Radiology	All departments	September	01-Sep	30-Sep
50 % discount on consultation/50% discount on mammography	Gynecology/Radiology	October	01-Oct	31-Oct
50 % discount on consultation/25% discount on Lab and Radiology	All departments	November	01-Nov	30-Nov
50 % discount on consultation/20% discount on services	Ophthalmology	December	01-Dec	31-Dec



## Media Calendar

Media	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TV	**	**	**	**	**		**	**	**	**	**	**
Press	**	**	**	**	**	**	**	**	**	**	**	**
Outdoor (billboards)	**	**	**	**	**	**	**	**	**	**	**	**
Indoor (Al Akbar)	**	**	**	**	**	**	**	**	**	**	**	**
Social media	**	**	**	**	**	**	**	**	**	**	**	**

## Community Programs Schedule

Place	Topic	Date	No. of Attendees	Budget
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	6-Jan	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	13-Jan	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	20-Jan	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure &	27-Jan	100+	500 EGP



	General Qs & As			
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	3-Feb	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	10-Feb	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	17-Feb	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	24-Feb	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	3-Mar	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	10-Mar	100+	500 EGP



<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	17-Mar	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	24-Mar	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	31-Mar	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	7-Apr	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	14-Apr	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	21-Apr	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure &	28-Apr	100+	500 EGP





	General Qs & As			
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	5-May	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	12-May	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	19-May	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	26-May	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	2-Jun	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	9-Jun	100+	500 EGP



<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	16-Jun	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	23-Jun	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	30-Jun 7-Jul	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	14-Jul	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	21-Jul	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	28-Jul	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure &	4-Aug	100+	500 EGP



	General Qs & As			
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	11-Aug	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	18-Aug	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	25-Aug	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	1-Sep	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	8-Sep	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	15-Sep	100+	500 EGP



<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	22-Sep	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	29-Sep	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	6-Oct	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	13-Oct	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	20-Oct	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	27-Oct	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure &	3-Nov	100+	500 EGP



	General Qs & As			
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	10-Nov	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	17-Nov	100+	500 EGP
<i>Platinum club</i>	Diabetes, Blood Pressure & General Qs & As	24-Nov	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	1-Dec	100+	500 EGP
<i>Al-Ahly club</i>	Diabetes, Blood Pressure & General Qs & As	8-Dec 15-Dec	100+	500 EGP
<i>Heliopolis club</i>	Diabetes, Blood Pressure & General Qs & As	22-Dec	100+	500 EGP



<b>Platinum club</b>	Diabetes, Blood Pressure & General Qs & As	29-Dec	100+	500 EGP
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### Marketing Budget

No	Particular	Amount (L.E/Month)
1	<b>Sales Promotion</b>	20,000
2	<b>Press Release</b>	20,000
3	<b>Community Activities</b>	30,000
4	<b>Outreach</b>	20,000
5	<b>Social Media</b>	200,000
6	<b>Website</b>	25,000
7	<b>Gifts</b>	30,000
8	<b>Exhibition</b>	100,000
9	<b>TV campaigns</b>	1,000,000
10	<b>Outdoor Advertising</b>	400,000
11	<b>Prints</b>	50,000
12	<b>Documentary film Production</b>	500,000 (once)
13	<b>Hospital Photo session</b>	200,000 (Once)
14	<b>TV Commercial production</b>	2000000 (once)



## **b. HR Plan:**

### **Contents:**

1. HR Objectives.
2. Action Plan to achieve the Objectives
3. KPAs and KPIs
4. HR Budget for 2018.

## **Risk Management:**

### **Introduction**

Risk management is the identification, assessment, and prioritization of risks related to human resources to minimize, monitor, and control the probability and/or impact of unfortunate event or to maximize the realization of opportunities.

### **The Risk Points for HR Department in 2018.**

1. Staff Turnover (Competition & Headhunting)
2. Staff Dissatisfaction.
3. Bad Appels.
4. Females Manpower (40% from the total manpower).

### **The Action Plan for the risk points:**

#### **1. Staff Turnover (Competition & Headhunting):**

Covered in the SWAT Analysis.

#### **2. Staff Dissatisfaction:** Covered in the SWAT Analysis.

#### **3. Bad Appels:**

- Remove the bad apples through the policies and the labor law
- Remove the law performers.
- Remove the staff who have bad attitude.

#### **4. Females Manpower (40% from the total manpower)**

- The turnover rate for the female staff is higher than the male staff (Around 1 : 1.5 ), also the vacations, Leaves and excuses for the female are higher than the male, so we can consider this in the recruitment process and give the priority to the male staff if this will not affect negatively to the performance, and stick to the same trend in case of replacement.



## HR OBJECTIVES:

- We did achievement last year for the recruitment (We hired more than 1000 employees), we decided this year to update our strategy to be more concentrate in the other parts of the HR scope (Talent Management, Performance Management and Employees Engagement)

Talent Management	Performance Management
<p><b><u>Training &amp; Development</u></b> Design the training plan to include all the departments, positions and employees to support all the staff to achieve their target and achieve 50% from the training plan in 2018.</p> <ul style="list-style-type: none"><li>• Ensure that the percentage of the staff who got training from the total staff shall not be less than 60%.</li><li>• Ensure that the evaluation of 85% of the training attendees after the training shall not be less than good.</li></ul> <p><b><u>Employee Engagement &amp; Satisfaction</u></b> Design a plan to increase the staff engagement, loyalty and motivation through covering the below points.</p> <ol style="list-style-type: none"><li>1. <b>Employee voice:</b> Support the employees to express themselves.</li><li>2. <b>Meaningful Work &amp; Appreciation.</b></li><li>3. <b>Supportive work environment.</b></li><li>4. <b>Employee wellness and fitness.</b></li><li>5. <b>Engaging Line Managers.</b></li></ol> <ul style="list-style-type: none"><li>- Ensure that the percentage of the staff satisfaction and engagement not less than 80%.</li></ul> <p><b><u>Recruitment &amp; Selection</u></b> Full fill the required manpower for 2018 with the best qualified candidates in terms of attitude and experience.</p> <ul style="list-style-type: none"><li>• Ensure that the performance of 95% of the staff in the probation period shall not be less than good.</li></ul>	<p><b><u>Employee Performance</u></b> Develop the performance management system and measure the performance of the staff to support them to achieve the hospital goals.</p> <ul style="list-style-type: none"><li>• Ensure that the performance of 90% of the staff in the annual appraisal shall not be less than good.</li></ul> <p><b><u>Manpower Review</u></b> Review the manpower in all the departments to ensure that all the department are running with the proper number of manpower.</p> <ul style="list-style-type: none"><li>- This task will be on the 1<sup>st</sup> and 2<sup>nd</sup> quarters in 2018 and we will use the international methodologies to calculate the manpower (<b>Full time Equivalent, Ratios and coverage</b>).</li></ul> <p><b><u>HR Analysis</u></b> Develop the analysis reports to support the management to get clear picture about (Staff performance, productivity, manpower, budget, attendance, absenteeism, sick leaves, etc.) and take the proper actions based on clear data the recommendations from the HR.</p> <ul style="list-style-type: none"><li>- This report will be submitted quarterly.</li></ul>





## HR OBJECTIVES.

### 1. Increase Efficiency & Performance of the staff.

### 2. Increase Organizational Learning.

Organizational learning isn't just providing training and development for all employees. It means helping the managers to build a culture of learning, where people use their own creativity to perform their jobs better and freely share their ideas with others across the organization.

### 3. Boost Employee Satisfaction and Morale.

### 4. Effective Recruitment and Selection.

Action Plan to achieve the goals:

1st Goal	Increase Efficiency & Performance of the staff	
	Actions to achieve	Time line
1	Develop the <i>Job Profiles</i> for 50% of the positions.	2018
2	Develop the Performance appraisal system ( <i>Balanced Score Card &amp; KPIs</i> ) for 50% of the positions.	2018
3	Performance Appraisal Committee	Continues

2nd Goal	Training & Development	
	Actions to achieve	Time line
1	Develop the Training Plan	2018
2	On Job Training Plan	2018
3	Develop the Orientation Program	2018



3rd Goal	Boost Employee Satisfaction and Morale	
	Actions to achieve	Time line
1	Staff Engagement Plan for 2018, Including the below programs:  1. <b>Employee voice:</b> Support the employees to express themselves. 2. <b>Meaningful Work &amp; Appreciation</b> 3. <b>Supportive work environment</b> 4. <b>Employee wellness and fitness</b> 5. <b>Engaging Line Managers</b>	2018

4th Goal	Effective Recruitment and Selection	
	Actions to achieve	Time line
1	Develop the Database	Q1 & Q2 - 2018
2	Competencies Model	2018
3	Backup Plan for the most critical positions.	Q1 & Q2 - 2018
4	Agreement with nursing universities to get the database of the students and the feedback about them.	Q2 - 2018
5	Facebook Page & Linked In Page for HR	Q2 - 2018



### HR KPAs & KPIs:

No.	Key Performance Area	Key Performance Indicator	T
1	Manpower Planning	Manpower Budget Compliance %	1
		% Vacancies in Executives Positions	
		% Vacancies of income revenue doctors	
2	Recruitment	% of Candidates satisfaction	
		% Credential Verification for medical positions	
3	Performance Management	% Probation Period Evaluation	1
		% of staff performance evaluation conducted	1
		% of employee aware of evaluation result	1
		10% lowest performers	
4	Staff Retention	% Over All Turnover	
		% Doctor's Turnover	
		% Nurses Turnover	
		% Allied Health Turnover	
		% Conducting Exit Interview	
		% Staff Satisfaction	
5	Payroll Cost	% of staff received a renewal offer to 2 months ahead	
		% of offer accepted	
		Average% of renewal increment	
6	Training & Development	% of new hire attended general orientation Program	
		% new hired attended departmental orientation program	
		% of monthly training calendar compliance	
		% of monthly trained staff	



## HR Budget:

### A. Manpower Required for 2018 (Expectation of the departments Heads)

	Manpower	Required Manpower 2018	Total Manpower	Excepted Increase in 2018
Administrative Departments	354	20	374	2,000,000
Medical Department	192	20	212	
Nursing	543	100	643	
Allied Health	84	20	104	
<b>Total</b>	<b>1,173</b>	<b>160</b>	<b>1,333</b>	

B. Current Payroll: 12,000,000 EGP

C. Renewals: 20% (3,000,000) EGP

D. The Estimated Budget:

No	Particulars	Amount
1	Payroll	17 Million
2	Recreational	1 Million EGP approx.
3	Personnel Work	300000 EGP approx.
4	Training & Development	20% from the payroll (2.8 Million EGP approx.)



### c. MTM Plan

#### Objectives:

- Tenders to be done for consumables & Pharmacy Medications
- To provide the goods in time, with high quality, less cost of the items, extended payment terms.

#### Action Plan to Achieve our objectives:

More specification in assigning work for buyers will make them more focused on their category, get more experience in their area.

Dealing with wide range of suppliers, so we get more suitable offers

#### Resources required to achieve our objectives:

Internet connections, updated supplier data sheet with category wise.

#### Manpower Requirement:

Need for new staff at the recent time.

#### PURCHASING EQUIPMENT PLAN FOR 2018

	Department	THE REQUIREMENT	QUANTITY	AVERAGE COST PER EACH EGP	TOTAL COST OF FULL QUANTITY EGP
1	All Hospital	Patient Bed	20	100,000.00	2,000,000.00
		Defibrillator	10	150,000.00	1,500,000.00
		Air Mattress	10	44,000.00	440,000.00
		Nebulizer Machine	5	29,000.00	145,000.00
		Stethoscope	205	1,750.00	358,750.00
		Infusion Pump	25	25,000.00	625,000.00
		Syringe Pump	25	22,000.00	550,000.00
		Stretcher	5	70,000.00	350,000.00
		Digital Vital Sign	10	35,000.00	350,000.00
		DVT Pump	4	65,000.00	260,000.00
		Suction Machine	15	35,000.00	525,000.00
		ECG Machine	4	75,000.00	300,000.00
	Medication Cart	10	50,000.00	500,000.00	
	TOTAL				7,903,750.00
2	Anesthesia	Anesthesia Cart	2	65,000.00	130,000.00
	TOTAL				130,000.00



3	Cardio Clinic	Ambulatory BP	2	135,000.00	270,000.00
		IV Ultrasound	1	1,900,000.00	1,900,000.00
	TOTAL				2,170,000.00
4	Dental clinic	Dental Unit	1	2,000,000.00	2,000,000.00
	TOTAL				2,000,000.00
5	Dermatology clinic	Dermatology Laser	1	1,969,000.00	1,969,000.00
	TOTAL				1,969,000.00
6	Endoscopy	Enteroscope	1	500,000.00	500,000.00
		New upper GI Gastroscopy	1	750,000.00	750,000.00
	TOTAL				1,250,000.00
7	ENT clinic	ENT Unit Atmos	1	1,500,000.00	1,500,000.00
		VNG Machine	1	1,000,000.00	1,000,000.00
		ENT Microscope	1	100,000.00	100,000.00
		Fiber Optics Nasopharyngeal scope	1	400,000.00	400,000.00
		Microscope for audio tics	1	75,000.00	75,000.00
	TOTAL				3,075,000.00
8	Hemodialysis Unit	Hemodialysis Machine	3	300,000.00	900,000.00
	TOTAL				900,000.00
9	ICU	ICU Bed	10	120,000.00	1,200,000.00
		Warming Mattress	1	150,250.00	150,250.00
		Lifter for ICU	1	250,600.00	250,600.00
	TOTAL				1,600,850.00
10	Laboratory	BLOOD DONATION CHAIRS	1	53,700.00	53,700.00
		Medical Refrigerator	1	25,000.00	25,000.00
		PCR Machine	1	700,000.00	700,000.00
	TOTAL				778,700.00
11	LTX	Cell Server	1	704,600.00	704,600.00
		Causa Knife Machine	1	1,700,000.00	1,700,000.00
	TOTAL				2,404,600.00
12	Neurology	EEG Video Monitor	1	400,000.00	400,000.00
		Sleep Lap	1	650,500.00	650,500.00
	TOTAL				1,050,500.00



13	NICU	BREAST FEEDING CHAIRS	1	20,000.00	20,000.00
TOTAL					20,000.00
14	Oncology	Air Handling Unit	1	135,250.00	135,250.00
		Linear Accelerator	1	76,000,000.00	76,000,000.00
TOTAL					76,135,250.00
15	Ophthalmology clinic	Lasik Machine	1	1,163,500.00	1,163,500.00
		Slit Lamp	1	150,000.00	150,000.00
TOTAL					1,313,500.00
16	OR	Surgical Microscope	1	750,000.00	750,000.00
		Microsurgery Instrument for neuro surgery	1	250,000.00	250,000.00
		Anesthesia Machine	1	2,000,000.00	2,000,000.00
		Anesthesia Pendant	1	360,000.00	360,000.00
		OR Table w/ Accessories	1	2,500,000.00	2,500,000.00
		Surgical light	1	1,500,000.00	1,500,000.00
		Surgical Pendant	1	350,000.00	350,000.00
TOTAL					7,710,000.00
17	Pharmacy	LAMINAR FLOW	1	150,000.00	150,000.00
TOTAL					150,000.00
18	Physiotherapy	LIFTER FOR SWIMMING POOL	1	270,750.00	270,750.00
		laser unit	1	250,000.00	250,000.00
TOTAL					520,750.00
19	Radiology	Medical Imaging Printing Laser	1	350,000.00	350,000.00
		DEXA MACHINE	1	1,500,000.00	1,500,000.00
		Mobile X-ray Machine	1	1,900,000.00	1,900,000.00
		PETT SCAN	1	20,000,000.00	20,000,000.00
		Open MRI	1	15,000,000.00	15,000,000.00
TOTAL					38,750,000.00
20	Urology	Pneumatic Lithotripter	1	100,000.00	100,000.00
		Holium Yag Laser	1	1,520,000.00	1,520,000.00



		Video Ureter Scope R.Wolf	1	800,000.00	800,000.00
		PROSTATE LASER	1	750,000.00	750,000.00
		<b>TOTAL</b>			<b>3,170,000.00</b>
21	IT Department for all Hospital	DRAAS (Disaster recovery as a service )	1	300,000.00	300,000.00
		Hard ware clients	100	9,000.00	900,000.00
		Updated License (Trend AV)	350	2,000.00	700,000.00
		HIS - Production (Windows OS )	100	3,000.00	300,000.00
		Windows server call	200	1,500.00	300,000.00
		Windows exchange server call	200	1,500.00	300,000.00
		fire wall (Network Security) (Sophos)	2	700,000	1,400,000.00
		<b>TOTAL</b>			<b>4,200,000.00</b>
22	LAUNDRY	Dry Clean Machine	1	600,000.00	600,000.00
		Washing Machine 35 KG	1	100,000.00	100,000.00
		Iron Machine	1	50,000.00	50,000.00
		<b>TOTAL</b>			<b>750,000.00</b>
23	SAFETY	Fighting Equipments	1	150,000.00	150,000.00
		CO2 Fire Extinguishers	1	25,000.00	25,000.00
		Dry chemical powder Fire Extinguishers	1	20,000.00	20,000.00
		Environmental Measuring Devices	1	100,000.00	100,000.00
		<b>TOTAL</b>			<b>295,000.00</b>
24	SECURITY	Baggage X ray scanner	2	500,000.00	1,000,000.00
		CCTV cameras	30	25,000.00	750,000.00
		Metal gate detector	2	500,000.00	1,000,000.00
		Batteries for all Woki Toki units	40	2,000.00	80,000.00
		<b>TOTAL</b>			<b>2,830,000.00</b>





25	Maintenance	Man lifter for high ceiling maintenance	1	125,000.00	125,000.00
		Steel structure for lifting heavy pumps	1	300,000.00	300,000.00
		Purchase thermal camera for electricity panels assessment	1	40,000.00	40,000.00
		Hand Tools	1	200,000.00	200,000.00
		<b>TOTAL</b>			<b>665,000.00</b>
26	F&B	Stove 6 Eyes	1	40,000.00	40,000.00
		Stove electric 2 eyes	2	15,000.00	30,000.00
		Display fridge	1	90,000.00	90,000.00
		Coffe Machine	3	150,000.00	450,000.00
		Holding Capinets	1	150,000.00	150,000.00
		Patient Food trolleys	6	250,000.00	1,500,000.00
		Soaking Sink	1	20,000.00	20,000.00
		Multi dick oven	1	250,000.00	250,000.00
		Plast chiller	1	125,000.00	125,000.00
		Chiller glasses door	1	80,000.00	80,000.00
		Blender	1	20,000.00	20,000.00
		Patient Trays	250	300.00	75,000.00
		Soup Bowels stainless	250	100.00	25,000.00
		Cover for soup bowels stainless	250	50.00	12,500.00
		Main course plate	250	40.00	10,000.00
		Claushe main course plate	250	70.00	17,500.00
		Salad Plate	250	30.00	7,500.00
		Dessert Plate	250	20.00	5,000.00
		Breakfast plate 15 c.m	250	20.00	5,000.00
		claushe for plate 15. c.m	250	50.00	12,500.00
		Espresso cup	100	25.00	2,500.00
		underline for espresso cup	100	25.00	2,500.00
		Espresso spoon	100	4.00	400.00
		Coffe cup	100	25.00	2,500.00



		Underline coffe cup	100	25.00	2,500.00
		Spoon coffe cup	100	4.00	400.00
		Pot for tea	50	25.00	1,250.00
		tea cup	100	25.00	2,500.00
		undeline for tea cup	100	25.00	2,500.00
		High pool cup	100	20.00	2,000.00
		glasses	100	20.00	2,000.00
		Coffe mug	100	25.00	2,500.00
		Sugar Holder	50	4.00	200.00
		Fork stainless	300	4.00	1,200.00
		Spoon Stainless	300	4.00	1,200.00
		Knife stainless	300	4.00	1,200.00
		Tray for Vip Coffe	30	400.00	12,000.00
		Backeging tools	1	100,000.00	100,000.00
		High Tabela	12	1,000.00	12,000.00
		Buffet glasses Tabela	8	4,000.00	32,000.00
		Juice stand	3	3,000.00	9,000.00
		Mirrora	8	1,000.00	8,000.00
		Saving diasha	6	8,000.00	48,000.00
		<b>TOTAL</b>			<b>3,173,350.00</b>
		<b>TOTAL PLAN FOR 2018 LE.</b>			<b>164,915,250.00</b>



#### **d. Internal Process Plan:**

##### **A. Internal Process Objectives**

- 1- JCI Accreditation.
- 2- To provide a comprehensive understanding of the domain of patient safety. It aims to apply a continuous learning and improvement cycle emphasizing identification of clinical risk, prevention, detection, reduction of clinical risk, incident recovery and system resilience; all of which occur throughout and at any point within the care process.
- 3- To enhance patient safety culture by encouraging recognition and reporting of medical / healthcare errors and risks to patient safety without judgment or placement of blame.
- 4- To ensure the coordination and integration of all quality improvement and patient safety activities across the departments of the hospital.
- 5- To prioritize, establish, collect data and analyze performance indicators in all clinical, managerial, patient safety, and other technical areas and to evaluate the degree of conformity to the set standards.
- 6- To provide guidance and training to hospital staff on quality improvement and patient safety basic concepts and principles.

B. Action Plan to fill in the gaps:

Strategic Objective	Action Needed	Rational / Action	Responsible Parties	Time Frame
Increase Revenue & Market Share	Clinical Practice Guidelines (CPGs): maintain and monitor the CPGs for the top Diagnoses and procedures.	-Maintaining and monitoring the CPGs for the top Diagnoses and procedures will catch all missing opportunities for both IP & OP, will be an evidence based clinical approaches to face any legal liabilities from patients or insurance companies, and to reduce the rate of rejections from the insurance companies' side.	-Head of clinical Departments -CMO	6 months
	Utilization Management & Cost Reduction.	-Cost reduction is the coin's other side of the revenue increase, so when costs are controlled, revenue will show increase in values. -by analysis of OVRs, complaints & previous data of KPIs, certain areas will be chosen to apply improvement projects related to reduce the cost (either direct cost or	-QPS -Top Senior Management	3 months



		indirect cost as waste time & effort)  -To continue developing the Documentation and work on Medical Record Project, for eliminating the		
Customer Satisfaction	Improvement Projects in the areas related to External Customer Satisfaction.	-analysis of patients & families – related OVRs & complaints to determine the opportunities for improvements ex. Waiting time in OPD, Registration Time.	-PR department -QPS -Senior Management	3 month
	<u>Easy Accessibility:</u>  standardize the registration process.	-Easy & standardized registration process will enhance the registration process, satisfy patients and reduce the rate of cancellation & no show up of patients.	-PR department -Admission & Discharge office -Front Office Dep. -QPS	3 month
Best Care Outcomes	<u>Evidence-Based Medicine:</u>  The Top 5 diagnoses in 2017/2018 will be identified.	-CPGs will be developed for each to standardize the clinical processes, reduce the variation between healthcare providers and enhance the outcomes to be complying with the advanced & updated international clinical standards & approaches.	-QPS -CMO	1 month



Enhance Hospital's Reputation	<u>International Accreditation:</u>	-International accreditations have a heavy effect to enhance the reputation in market & increase the trust in hospital among the target community.	-All Hospital Departments -QPS	
	SGH Cairo Hospital is planning to achieve two accreditations within 2018:  a) JCI Accreditation Program for Hospitals. (Jan 2018) B) CAP Accreditation Program for Clinical Labs (Mid-year).	-Accreditations, also, will enhance the trust in hospital among consultants & healthcare providers.		Jan 201  Mid-year
	<u>International Scientific Symposiums: Quality &amp; Patient Safety Conference.</u>	-to be held once a year in the hospital with invitations to eminent figures in the field.	-QPS	Third Quarter
	<u>Quality Training Project.</u>  Usually there is a wide gap in quality field between academic education and hands on experience, and a large number of students of quality academic programs (as. TQM Diplomas), are in need to get training in hospitals on actual application of quality standards & concepts. Also, the market is usually searching for candidates with experience, so the fresh graduates of academic programs of quality can't usually find good	-providing the Quality students a training practical program in an eminent brand name of SGH, will add a large value to them to gain hands-on knowledge & training with their basic academic knowledge, aiming to enhance the application of quality concepts in the Egyptian market of healthcare.	-QPS	Third & Fourth Quarters



Improvement Projects & continuous Improvement	opportunities for employment in healthcare facilities.			
	QPS is concerned about collecting and analyzing the KPI and work on improvement projects that have been adopted by the Senior management in order to decrease all the risk associated incidents	Assigned Medication Nurse for all areas, to perform double checking process.  Develop PPM program and data sheet for all equipment.	-QPS -Pharmacy -Nursing  -QPS -Biomedical -Maintenance	1 month  1 month

**e. Financial Plan:**

**Financial Objectives for the year 2018**

1. Fully integrated ERP Financial module with Web HIS along with related financial reports.
2. Keep all inventory within 60 Days.
3. To Train all staff with new ERP and WEB HIS System.
4. To improve Billing, Collection and Reduce Rejections.
5. To help Management to achieve the 2018 targets

**Action to achieve Objectives**

Goal 1	Fully integrated ERP Financial module	
	Actions to achieve	Time line
1	Follow-up to have SGH Cairo IT Team to timely data provisions.	JAN 2018
2	More Refine ERP and HIS System	JAN 2018
3	To have Fully Dedicated Finance ERP resource.	MAR 2018
4	To have complete integrations with HIS and ERP System.	JAN 2018
5	To have on-time data loading for all module on required schedule.	JAN 2018





Goal 2	Keep all inventory within 60 Days	
	Actions to achieve	Time line
1	Keep all inventory within 60 Days.	MAR 2018
2	Monitor the stocks on weekly & Monthly basis.	MAR 2018
3	Update management for movement of stocks on weekly basis.	MAR 2018
4	Increase the inventory staff to control the area	MAR 2018
5	To review and reconcile all HIS Inventory Reports with ERP on monthly Basis.	MAR 2018

Goal 3	Training of ERP & WEB HIS for New Staff	
	Actions to achieve	
1	To have refresher training courses for existing staff to be expert in ERP and HIS.	MAR 2018
2	To redefine the dedicated job description to each staff to improve the performance	JAN 2018
3	To get new on-line report from HIS and ERP system for prompt reporting	JAN 2018
4	To send staff for outside seminars for new techniques and business knowledge	JAN 2018
5	Fill the missing staff gap to improve the quality, and time line of reporting.	JAN 2018

Goal 4	<b>To Improve Billing Less Rejections &amp; improve Collection</b>	
	<b>Actions to achieve</b>	<b>Time line</b>
1	To get on time medical reports for timely billing.	JAN 2018
2	To improve, continues review of company profiles and Price Lists.	JAN 2018
3	To Fix the dead line of billing till 3rd of every month and submission till 5th of month	JAN 2018
4	Monthly reconciliation of A/R to verify the billing reconciliation with clients	JAN 2018
5	To have weekly meeting with Billing team to discuss medical and administrative rejection	JAN 2018

Goal 5	<b>To help Management to achieve the 2018 targets</b>	
	<b>Actions to achieve</b>	<b>Time line</b>
1	To provide weekly category and area wise financial report to Management	JAN 2018
2	To discuss stock / consumptions report on weekly basis	JAN 2018
3	Weekly fund flow analysis report to be discussed with Management	JAN 2018
4	Monthly revenue by department reports to review the variations with the budgets	JAN 2018
5	Monthly Management reports to be discussed with Management to review over all hospital performance	JAN 2018

# Finance KPA's – KPI's

SR.no	Key Performance Area	Key Performance Indicator	Target	Ex
1	General Ledger	Payroll preparation/ Reconciliation/ Payment / Upload	25 <sup>th</sup> every month	Before every n
		Financial Reporting	7 <sup>th</sup> of every month	10th of month
		Management Reporting	10 <sup>th</sup> of every month	12th of month
		Financial review Reporting	10 <sup>th</sup> of every month	15th of month
		Inter-company Reconciliation	5 <sup>th</sup> of every month	7h of e
2	Accounts Payables	Complete all Transactions in AP	2 <sup>nd</sup> every month	03th ev
		Clear all accrual Accounts for pending Invoices	2 <sup>nd</sup> every month	03th ev
		Run Payables Open interface	2 <sup>nd</sup> of every month	03th ev
		Run Sub ledger Period Close Exception Report	2 <sup>nd</sup> of every month	04th of month
		AP Aging Report Submission	4 <sup>th</sup> of every month	5th of e month



3	<b>Accounts Receivables</b>	Loading of Covering Letters	2 <sup>nd</sup> every month	5 <sup>th</sup> ever
		Loading/Adjustment/clearance of 0500 Account	2 <sup>nd</sup> every month	5 <sup>th</sup> ever
		Verification of Receipts/Rejections & adjustments	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e
		Run Accounting and Transfer to GL	3 <sup>rd</sup> of every month	5 <sup>th</sup> of e
		AR Aging	5 <sup>th</sup> of every month	6 <sup>th</sup> of e
4	<b>Cash Management</b>	Review Misc Receipt for Cash Deposits, Perform Remittance of Cheque	1 <sup>st</sup> of every month	2 <sup>nd</sup> of e
		Receptionist, POS and other Clearing A/C Reconciliation	2 <sup>nd</sup> every month	3 <sup>th</sup> ever
		Bank Reconciliation Statement	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e
		Inter-co Receivable / Payable reconciliation & Adjustment	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e
		Cash Flow Statement	3 <sup>rd</sup> of every month	5 <sup>th</sup> of e
5	<b>Fixed Assets</b>	Performa Mass Addition	1 <sup>st</sup> of every month	2 <sup>nd</sup> of e
		Perform Asset Transfer/Reclassifications/Retirements, wherever applicable	2 <sup>nd</sup> every month	5 <sup>th</sup> ever
		Run Depreciation and transfer to GL	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e
		Reconcile asset Cost and Clearing accounts	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e



		Once reconciled Run depreciation and close the Period	3 <sup>rd</sup> of every month	5 <sup>th</sup> of e
		Re-verification & Tagging of Hospital fixed Assets.	MAR'2018	
6	<b>Revenue</b>	Loading/ Reconciliation of revenue data	Daily	Delaye
		Monthly Verification of Revenue Data	1 <sup>st</sup> of every month	2 <sup>nd</sup> of e
		Request to IT for uploading of monthly revenue and cooking data	3 <sup>rd</sup> of every month	3 <sup>rd</sup> of e
		Verification and preparation of Current inpatient details.	4 <sup>th</sup> of every month	5 <sup>th</sup> of e
		Management report	5 <sup>th</sup> of every month	5 <sup>th</sup> of e
7	<b>Inventory (Warehouse)</b>	Review and verify all pending invoices for receiving reports	1 <sup>st</sup> of every month	2 <sup>nd</sup> of e
		Submit all physical invoices to AP for updating in the system	2 <sup>nd</sup> every month	3 <sup>th</sup> ever
		Review all the accrual accounts to get clearance from AP	3 <sup>rd</sup> of every month	3 <sup>rd</sup> of e
		Run the stock report and close the inventory period for monthly consumption	4 <sup>th</sup> of every month	4 <sup>rd</sup> of e
		Do the random physical inventory for each category of stock	5 <sup>th</sup> of every month	5 <sup>th</sup> of e
8		Verify all the bills related to previous month	1 <sup>st</sup> of every month	2 <sup>nd</sup> of e



Billing (CAM)				
		Proceed for the pending medical Audit and pending Medical reports	2 <sup>nd</sup> every month	3 <sup>th</sup> ever
		Process for covering letters	3 <sup>rd</sup> of every month	3 <sup>rd</sup> of e
		Verification of covering letter with on-line bills	2 <sup>nd</sup> of every month	3 <sup>rd</sup> of e
		Upload covering letter in the A/R Module	4 <sup>th</sup> of every month	4 <sup>th</sup> of e
		Dispatch/ upload the covering letter to client	5 <sup>th</sup> of Every month	7 <sup>th</sup> of e

## Finance Activity plan

S.	Type	Activity	Priority
1	Accounts Payable	Perform Prepayment, if applicable	Medium
2		Perform Payments (for unadjusted payments/transfers)	Medium
3		Run Payables Open interface	High
4		Submit Create accounting and Transfer to GL	High
5		Reconcile AP TB and GL TB for Liability accounts	High
6		Reconcile AP Accrual accounts in GL	High
7		Perform Transfer to FA	High
8		Run Subledger Period Close Exception Report	High
9		Close AP Period	High
10		AP Aging Report Submission	High
11		LC Short & Long Term Schedule	Medium
12		AP Advances Schedule	High
1	Inventory	Receipt of Original Invoice with related documents in AP	High
2		Run Uninvoiced Receipts Register & Transmittal	High
3		Ensure AP Period is closed	Medium
4		Close PO period	Medium
5		Check Material Cost Transaction Manager	High
6		Receipt of Original Invoice with related documents in AP	High
7		Ensure loading the consumption data to ERP	High
8		Reconcile Inventory Value to GL	High
9		Close the Inventory Period (Check Payables, Purchasing closed before closing Inventory)	High
10		Inventory Days Report on Corporate Format	High
1	Fixed Assets	Perform Mass additions	High
2		Perform Asset Transfer/Reclassifications/Retirements, wherever applicable	High
3		Run Depreciation	High
4		Removing of Junk yard Items.	High
5		Reconcile asset Cost and Clearing accounts	High
6		Perform transactions based on Reconciliation	Medium
7		Once reconciled Run depreciation and close the Period	High
8		FA Schedule	High
1	Revenue	Loading of Revenue Data	High



2		Revenue Data reconciliation after loading	High
3		Providing POS & Credit Card data to IT	High
4		Loading of POS & Credit Card data in Production	High
5		Perform transactions based on Reconciliation	High
6		Exclusion Systematically	High
7		Reconciliation of Initial, Add & Last Payment A/C	High
8		Reconciliation of Cash In Main Office A/C	High
9		Employee Short Deposits Allocation to Personal A/C	High
10		Reversal of Un-Deposit Collection last month	High
11		Un-Deposit Collection	High
12		Reconcile Revenue Data for IP and OP between HIS and ERP	High
13		Reconcile Unbilled Receivable Data and Unvoiced Receivable between HIS and ERP for IP Cash and IP Charge	High
1	Accounts Receivable	Confirm the 0500 data	High
2		Covering Letters	High
3		Loading of Neg/Pos Adjustment	Medium
4		Collection Entries	High
5		AR Rejection	High
6		AR Discounts	High
7		Run Accounting and Transfer to GL	High
8		Adjustment from Un-Invoice to Invoiced	High
9		Un-Invoiced	High
10		R/A of A/R Monthly Invoices from created	High
11		Adjustment/clearance of 0500 Account	High
12		Adjustment of Expenses, (A/R)	High
13		Adjustment of Disputed collection	High
14		Reversal of Disputed collection	High
15		Reversal of Provision for Rejection/Adj (A/R) last month	High
16		Provision for Rejection/Adj (A/R)	High
17		Reversal of Provision for Discount of Un-Invoice last month	High
18		Provision for Discount of Un-Invoice	High
19		AR Aging	High
20		Close AR	High
1	Cash Management	Preparation of Bank Reconciliation Statement	High
2		Preparation of Cash Flow Statement	High
3		Enter Misc Receipt for Cash Deposits, Perform Remittance of Cheque	High
4		Receptionist Clearing A/C Reconciliation	High
5		Enter Misc Receipt for Check	High
6		Transfer to GL	High
7		Inter-co Receivable & Payable reconciliation & Adjustments	High





8		Close CE	
1	General Ledger	Preparation of P&L, Balance Sheet	High
2		Payroll reconciliation	High
3		Payroll loading into Production	High
4		Payroll Neg/Pos Adjustments	High
5		Dump the payroll data in PROD instance	Medium
6		Provision for Leave Pay, Gratuity and Vac Tickets	High
7		Provision for Other Outstanding Expenses	High
8		Adjustment of Prepaid Expenses adjustments	High
9		Adjustment of Long Term Loan	High
10		Adjst. of incoming Dr/CR Advices (Jed/Ryd/Med/Sanaa etc)	High
11		Adjst. of outgoing Dr/CR Advices (Jed/Ryd/Med/Sanaa etc)	High
12		Balance Sheet Schedules	High
13		Adjustment of Deferred Income	High
14		Reconcile subledger Transactions	High
15		Pass Adjustment entries, if applicable	High
16		Close the month	High
17		Perform month end closure	High

### f. IT Plan:

#### IT Objectives 2018:

1. Lab Equipment Interface (Integration with HIS)
2. General Maintenance & Module Software
3. Rejection & Reconciliation Module

#### Actions to achieve objectives:

<b>Goal 1</b>		
<i>Lab Equipment Interface (60% Complete-40% In Process)</i>		
<b>Actions to achieve</b>		<b>Time line</b>
1	Feasibility-Study	2 Days -Done
2	Requirement Specifications	7 Days -Done
3	Design& Planning	7 Days -Done
4	Back End -Middleware Development	90 Days - In-Process
5	Front End Middleware Module Development	90 Days - In-Process
6	Testing & Deployment	10 Days -Pending
<b>Goal 2</b>		
<i>General &amp; Bio-Med Maintenance Software</i>		
<b>Actions to achieve</b>		<b>Time line</b>
1	Requirement Specifications	1 month(s) Business Days
2	Initial Design & Development	3 month(s) Business Days
3	Testing& Deployment -Pending	2 weeks
<b>Goal 3</b>		
<i>Rejection &amp; Reconciliation Module for AR</i>		
<b>Actions to achieve</b>		<b>Time line</b>
1	Requirement Specifications	2 weeks
2	Design, Planning	1 Month
3	Back End -Middleware Development	1 Month
4	Front End Middleware Module Development	1 Month
2	Troubleshooting, Testing & Deployment	2 weeks

### IT Initiatives:

No	Major Initiatives
1	Lab Equipment interface will save around 400,000 EGP of cost. It is one of the major achievement of IT department to develop it as In-House project
2	General Maintenance & Bio-Medical Module will help the Maintenance department to track down the work request online and can lot of tasks online which would help in efficiency and maintenance of bio medical equipment along with PPM
3	Rejection & Reconciliation Module will help the Finance department to see and analyze the total rejection received from the different companies and will help the management to achieve the efficient billing which will in result give the impact on overall business

### Pending issues from 2017:

No	Issue
1	Lab Interface (60% done and 40% remaining)

### Activity Timeline:

No	Activity	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
1	Lab Equipment Interface												
2	General Maintenance Module												
3	Rejection & Reconciliation Module												



## ICT Department KPIs

### Introduction

No.	KPI Name	Short Name	KPI Description	KPI Frequency
1	IT Expense as a Percentage of Total Revenue	EPTR	Total expense incurred by the IT Department divided by the total revenue earned by the company over the same time period, as a percentage.	Monthly
2	Mean Time to Repair	MTTR	The average amount of time (in hours) required to repair the system, application or network after a failure/outage is reported.	Monthly
3	IT Expense as a Percentage of Total Expense	EPTE	Total expense incurred by the IT Department divided by the total, company operational expense over the same time period, as a percentage.	Monthly
4	IT Headcount Ratio	ITHR	The number of company-wide, full-time equivalent employees (FTEs) divided by the total number of IT employees.	Quarterly
5	IT Outsourcing Expense as a Percentage of Total IT Expense	OEPTE	Total outsourcing-related expense incurred by the IT Department divided by the total expense incurred by the IT Department over the same time period, as a percentage.	Monthly
6	Support Ticket Closure Rate (Job Requests)	STCR	Number of IT support requests (Job Requests) completed and closed by the IT Department over a certain period of time divided by the total number of service requests made to the IT Department over the same period of time, as a percentage.	Monthly
7	HIS Service Up Time	HSUT	The number of hours the HIS production server is up, excluding planned preventive maintenance hours in a month over the total number of hours in the given month. Note: Planned preventive maintenance includes, network, UPS/Generator Testing, HIS server, and Medical Imaging Server (FTP).	Monthly

## KPIs Data (2017)

KPI	KPI Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	EPTR	2.73	2.52	0.44	0.25	0.15	0.22	0.07	0.65	0.17
2	MTTR	15.00	10	10	10	120	10	10	5	5
		0.03	0.02	0.02	0.02	0.27	0.02	0.02	0.01	0.01
3	EPTE	2.22	2.03	0.37	0.20	0.12	0.15	0.06	0.61	0.13
4	ITHR	160 : 1	167 : 1	174 : 1	182 : 1	190 : 1	194 : 1	249 : 1	253 : 1	215 : 1
5	OEPT	57.18	59.15	340.87	673.55	1,556.52	948.76	3,168.74	576.62	1,056.06
6	STCR	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
7	HSUT	99.90	99.90	99.90	99.90	99.90	99.90	99.90	99.90	99.90
Ref.	Data Source (Financial and Employees) in EGP	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
a	Net Revenue	15,806,939.00	15,129,483.00	18,065,515.00	18,185,149.00	17,908,742.00	14,965,615.00	21,102,260.00	26,325,966.00	21,483,818.00
b	Total Hospital Expense	19,461,962.00	18,761,223.00	21,525,425.00	22,758,093.00	23,113,086.00	22,338,774.00	26,843,985.00	27,896,048.00	28,390,988.00
c	Total IT Expenses	432,047.06	381,252.09	80,169.00	46,010.00	27,608.00	32,465.00	15,260.00	170,964.00	35,672.00



d	Total IT Outsource Expenses (Call Center)	247,02 9.00	225,497.00	273,271.00	309,899.00	429,724.00	308,016.00	483,549.00	985,812.00	376,716. 00
e	Total Employees	800	835	870	909	949	969	995	1,012	1,072
f	IT Help Desk (Help Desk Officers and PC Technician)	5	5	5	5	5	5	4	4	5
g	No. of Mins / Month	44,460. 00	40,320.00	44,460.00	43,200	44,460.00	43,200	44,460	44,460	43,200

### ***g. Public Relations & Patients Relation Plan:***

#### **Overview**

The Saudi German Hospitals' Public Relations department will develop and implement a comprehensive public relations plan and timeline that fits the budget, targets the desired markets and promotes the hospital services. The **objectives** of our promotional efforts will be to:

1. Increase awareness of the available services.
2. Position The Saudi German Hospital as positive and vital force in the Egyptian community.
3. Establish viable working partnerships with business and industry.
4. Increase positive recognition, enthusiasm and support for The Saudi German Hospital as a leader in delivery of quality medical services.

This public relations plan will include:

- Identifying and targeting existing markets.
- Identifying and targeting partnership opportunities for business and industry.
- Identifying reasonable timelines to achieve the desired goals.
- Public Relations KPIs and deliverables.
- Events plan and schedule.

Developing appropriate tools to effectively communicate the desired message to the target markets (internal & external) as follows

#### ***Internal Market***

- The Saudi German Hospital Clients (Ex: Contracts and cash patients and their families).
- Board Members
- Staff
- Doctors
- Nurses
- Partners (Suppliers)

#### ***External Market (Current and Potential)***



- General population markets including the following current and potential markets in Cairo, Egypt.
- Families & individuals seeking assistance/ therapy from the hospital as per our target segment:
  - Women
  - Men
  - Elderly
  - Children
- Business and economic community including:
  - Corporates
  - Referral agencies and social support organizations
- Community service leaders and organizations.
- Political markets including legislators and VIPs.
- Neighbors – businesses, homes in the immediate geographic location

## Goal & Strategy

Increase recognition, heighten public awareness and enlist active moral and increase financial support and profit for The Saudi German Hospital and become number one recognized hospital in Egypt. The strategy is to utilize proven communications tools to effectively reach the target audiences.

### Events

- **Non-Medical Events**

-The estimated schedule of these events is still to be received from the training & development center.

- **Medical Events**

-The schedule of the medical events is still to be received from the CMO.

- **Community Awareness Activities**

The topics that are covered and still to be covered during the period from January, 2018 to December, 2018 are as follows:

- **Community Awareness Activities**





The topics that are covered and still to be covered during the period from January, 2018 to December, 2018 are as follows:

Topic	Month conducted/ to be conducted in	Expected No. of Attendees	Budget
Ischemic Strokes Awareness Sessions	Jan	200+	
Flowers in Valentine's Day	Feb	200+	
Sudden Heart attack causing Death	March	200+	
Tedx GUC	March	300+	
CPR	March	200+	
Child Sexual Harassment	April	200+	
Healthy Nutrition	April	200+	
Diabetes	May	200+	
How to deal with newborns?	May	200+	
Tedx Ain Shams	May	300+	
Breastfeeding	June	200+	
Down Syndrome	June	200+	
Special Needs/ Handicapped	July	200+	
The effect of internet & technology on the youth	July	200+	
Autism	August	200+	
Speech delay	August	200+	
Drug Abuse/ Addiction	September	200+	
Smoking	September	200+	



<b>The dangers associated with the excess use of Antibiotics</b>	<b>October</b>	<b>200+</b>	
<b>Domestic Violence</b>	<b>November</b>	<b>200+</b>	
<b>Marital Relations</b>	<b>December</b>	<b>200+</b>	

#### **Outreach Community Programs:**

The objective of these community programs is to gain more exposure and be closer to our patients and target them wherever they are, not necessarily in the hospital and also to ensure delivering outstanding services to our community.

<i>Place</i>	<i>Topic</i>	<i>Date</i>	<i>No. of Attendees</i>	<i>Budget</i>
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	6-Jan	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	13-Jan	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	20-Jan	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	27-Jan	100+	500 EGP



Heliopolis club	Diabetes, Blood Pressure & General Qs & As	3-Feb	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	10-Feb	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	17-Feb	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	24-Feb	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	3-Mar	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	10-Mar	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure &	17-Mar	100+	500 EGP



	General Qs & As			
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	24-Mar	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	31-Mar	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	7-Apr	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	14-Apr	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	21-Apr	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	28-Apr	100+	500 EGP



Platinum club	Diabetes, Blood Pressure & General Qs & As	5-May	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	12-May	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	19-May	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	26-May	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	2-Jun	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	9-Jun	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure &	16-Jun	100+	500 EGP



	General Qs & As			
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	23-Jun	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	30-Jun 7-Jul	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	14-Jul	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	21-Jul	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	28-Jul	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	4-Aug	100+	500 EGP



Heliopolis club	Diabetes, Blood Pressure & General Qs & As	11-Aug	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	18-Aug	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	25-Aug	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	1-Sep	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	8-Sep	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	15-Sep	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure &	22-Sep	100+	500 EGP



	General Qs & As			
Platinum club	Diabetes, Blood Pressure & General Qs & As	29-Sep	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	6-Oct	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	13-Oct	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	20-Oct	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	27-Oct	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	3-Nov	100+	500 EGP





Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	10-Nov	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	17-Nov	100+	500 EGP
Platinum club	Diabetes, Blood Pressure & General Qs & As	24-Nov	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	1-Dec	100+	500 EGP
Al-Ahly club	Diabetes, Blood Pressure & General Qs & As	8-Dec 15-Dec	100+	500 EGP
Heliopolis club	Diabetes, Blood Pressure & General Qs & As	22-Dec	100+	500 EGP
Platinum club	Diabetes, Blood Pressure &	29-Dec	100+	500 EGP



	General Qs & As			
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Kindly note that these club visits will be continuous all year long, however, we cannot put them into the schedule because we are not the only decision makers in setting the dates. Moreover, we will also conduct school visits internally in the hospital and externally in the school itself.

The deliverables and exact timings of these sessions are subjected to change in accordance to:

- Getting the required approvals for the event
- Partners or sponsors (Example: The Mommy Club, Miss Basket which is the largest platform and community here in Egypt for mothers, containing more than 25,000 mothers).
- Budget
- Availability in schedule

### **Open House Idea**

Enhance visibility and image through an idea called **public open house**. It is an idea in which the PR department does a general event for the public, the whole point of it is to increase public display and maintain SGH image such as, an open event for general medical Qs & As to the doctors. So, the tasks will be as follows, write and supervise production of appropriate materials. Design interactive activities/ entertainment for attendees/ guests. Prepare budget. Coordinate invitations and event. Publicize event.

### **Press Releases – Plan to be done**

#### **240/year**

Research, write, design and supervise production of publications developed to reach each of the target audiences with the appropriate messages as well as continue to develop and maintain The Saudi German Hospital mail and email lists of contacts, prospective contacts, business and industry leaders, internal audiences and media as per the upcoming agreement with the new PR agency.

**Medical PR:** To be published weekly regarding medical topics.

**Events PR (Medical & Non-Medical):** To be published in accordance to the events schedule for publicizing for events whether medical or non-medical.



**Miscellaneous PR:** To be published in accordance with the community awareness activities schedule and in accordance with the various pop up news of the hospital.

Publication Examples:

Newsletters & E-Publications

12/ year

Research, write, produce and distribute in house mail, regular email, and a quarterly newsletter to the public. Focus is on contribution of The Saudi German Hospital to the educational, economic and social welfare of the community and includes features on organizational success stories, programs and courses designed to help others, articles which position the hospital as a significant contributing force to the economy and as a partner with business and government in overall contribution to the community.

Descriptive Brochures

Research, write, design and produce brochures giving information on specific events and services available through The Saudi German Hospital. Distribute brochures to target publics including business and industry, current and prospective donors, and clients through mailed requests as well as through various public and private entities.

Flyers

Design and produce flyers as needed for programs. Distribute via mail, email and hired associates.

Promotional Materials

Research, write, design and produce appropriate promotional materials as needed, including invitations, hand-outs, letters, etc. Work with department staff members on development and delivery of appropriate printed materials packages as needed for direct mail or personal contact.

Appearances, Tours and Display Opportunities

In order to establish and maintain high visibility image in the community, it is important to identify opportunities for personal visits and appearances to The Saudi German Hospital projected by the target publics. In order to take advantage of these opportunities we will:

- Research, design, organize, update and maintain publicity display booth.
- Identify appropriate occasions to publicly display booth at businesses/ educational/ community trade shows/ expos on year-round basis.



- Schedule and arrange for booth setup career fairs.
- Develop materials and incentives to draw customers to the booth.
- Train staff on booth setup, to include obtaining contacts for follow-up and evaluation
- Make and write speeches as required.

### **Staff Recognition Strategy & Objective**

Recognize the importance of the Public Relations role of each staff member in promoting The Saudi German Hospital

### **Tactics**

Assist staff as follows:

- Provide information sources to staff.
- Hold seminar on public relations for staff.
- Invite staff participation in public relation activities.
- Encourage staff to engage in community service activities.
- Recognize and reinforce staff recognition of the important role each member plays in the public image of The Saudi German Hospital.

### **Plans to be done for Staff in cooperation with the IIR team:**

Plan	Month/ Date to be conducted in
Associates Ramadan Iftar	TBA
SGH Soccer Cup	August
Publicizing success stories of staff	According to the emergence of any
Internal Daily Packet (sample attached above)	Daily

### **Self-evaluation template to ensure following the plan, KPIs and review deliverables and it will be divided as follows:**

- Separate all the press/ media communication that is being used into categories:
  - Magazines.
  - Newspapers (Daily).
  - Newspapers (Weekly).

- **Follow up on the media coverage mentioned above.**

Each section will have published stories, interviews, images, press releases, stories, company profiles, events and any other information the PR Agency pitched to the press. Now that the sections are separated, it will be easier to follow up.

- **Collect clippings of published images, reports, interviews and all of the above – to allow a wider perspective of what have been done and covered.**

In order to self-evaluate, by the end of this year:

- **Compare sales from previous year/month/quarter.**
- **Count the number of patients and compare from previous year/month/quarter.**
- **Ask customers, patients and visitors where they heard of the hospital in order to know the most effective way of advertising.**

#### **Patient Relations Plan**

Objectives of Internal Marketing (as Patient Relations is the internal image of the group):

- Facilitate patient service process.
- Follow up services.
- Tracking complains until solved.
- Conduct complains feedback to make sure client is 100% satisfied.
- VIP Patients & Partners Protocol
  - Hospital Tour
  - Welcome drink
  - Special treatment for VIP clients.

#### **Patient Relations Staff duties and KPIs:**

- Assure that the following information is displayed (Arabic & English) and communicated clearly to all patients:
  - Patient bill of rights including the right to complain
  - Location of Patient Relations Office
  - Working hours of the office
  - How to make a complaint and available various channels



- Work as a middle person between hospital and families.
- Welcome newly admitted patients and their families into the hospital.
- Help to answer questions that involve concerns about the hospital and clinics.
- Conduct daily rounds on patients to proactively resolve issues and to assure their experience meets and exceeds expectations.
- Guide patients on how to make a complaint whether oral or written.
- Resolve complaints with maximum speed and efficiency.
- Identify the cause of the problem and staff/ service involved within 24 hours for initial satisfaction.
- Document all oral and written complaints in Complaint Form, provide a reference number to each complain for future referencing and must forward a copy to Patient Relations Manager.
- Escalate critical cases and complaints to Patient Relations Manager.
- Maintain a filing system containing patients' information and all original complaints.
- Forward a weekly report of complaints to CEO and Patient Relations Manager.
- Assist patients and families with the completion of the satisfaction survey prior to discharge.
- Make recommendations for improvement based on patients and families feedback.



## 9. Identifying the 10 Core process:

Sl.#	Core Process	Actions	Timeline	Remarks
1	Admission process	Shorten the time	3 Months	
2	Discharge process	Shorten the time	3 Months	
3	TAT for Lab	2 hours	Months	
4	TAT for Radiology	1 hour	2 Months	
5	CRM and patient Engagement	CRM software and integration with HIS	4 months	